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JOINT BASE SAN ANTONIO

MARCH 11, 2022



CESAR RODRIGUEZ

U.S. Air Force. Brig. Gen. Caroline M. Miller, 502nd Air Base Wing and Joint Base San Antonio commander, reads to the children at the 502nd Child Development Center at JBSA-Fort Sam Houston March 2 during Read Across America.

## JBSA leaders visit children during Read Across America

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Air Force NCO takes top honor at Navy Senior Enlisted Academy

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AFRS marksman, advertiser hits targets in Phoenix

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# Changes coming to Enlisted Joint Professional Military Education

By Jim Garamone

DOD NEWS

Change is coming to enlisted professional military education, ensuring the new realities of strategic competition are addressed and emphasizing joint education, the Senior Enlisted Advisor to the Chairman Ramón "CZ" Colón-López said.

The changes mirror what is happening in the force, he said.

Colón-López and the other senior enlisted leaders have issued "Developing Enlisted Leaders for Tomorrow's Wars" — an in-depth look at the vision they have for professional military education.

Tied to it is the Chairman of the Joint Chiefs of Staff publication "Enlisted Professional Military Education." Air Force Senior Master Sgt. Kristofer Reyes, the manager for enlisted joint professional military education on the Joint Staff, worked with Colón-López to see the project to fruition.

The idea of "joint" has grown over the years. In the 1960s, it meant two or more services worked together — mostly at the senior levels.

Military leaders saw the advantages of the services working together, and the move since then has been to plan together and fight together. What started with senior officers has pushed down the ranks — officer and enlisted — with the realization that even entry-level service members need to know something about the capabilities provided by members of other services.

In Iraq, it was not unusual for an Army patrol to go outside the wire, with Air Force and Navy personnel helping defend against the improvised explosive device threat. Air Force, Army, Marine or Navy aircraft may have provided the close-air support needed. Persistent observation may have come from any of the services; overarching everything would be satellite communications and surveillance — usually run by the Air Force, but not always.

Service members still have to know the procedures and capabilities of their own services first, but they also need to understand the advantages that working as a joint force team provides.

But it now goes even beyond that. The



SGT. JAMES K. MCCAIN

Senior Enlisted Advisor to the Chairman Ramón "CZ" Colón-López said change is coming to enlisted professional military education.

military works as part of a whole-of-government team. The civilian agencies — the departments of State, Treasury, Justice, Agriculture and more — provide capabilities that can be crucial to the success of U.S. security efforts.

The place to learn about the joint force concept can't be on the battlefield, on the fly, Colón-López said. This is why he oversaw a revision of the enlisted professional military education effort — emphasizing the joint nature of operations and the responsibilities of noncommissioned officers and petty officers to lead the way.

Army Gen. Mark Milley, the chairman of the Joint Chiefs of Staff, gave Colón-López his marching orders soon after taking office in October 2019. "He asked me to look at the way that we were professionally educating our enlisted force, specifically, on the joint enterprise and how we need to go ahead and start shaping it for strategic competition," the SEAC said in an interview.

After 20 years of counterinsurgency operations, enlisted professional military education emphasized the counterterrorism fight, he said. That had to change as the force confronts the strategic challenges arising from China and Russia.

Counterinsurgency efforts will still be a part of PME courses. Colón-López said the threats from terrorism haven't disappeared, but the courses will be broader.

"So, we started looking at the Keystone

course," he said. Keystone is the top-level enlisted PME course. "In the process of looking at Keystone, we identified a gap: That is, that while the services get a little bit of joint education for enlisted throughout their PME, it's not enough."

Colón-López worked with the service senior enlisted advisors looking at the timing for joint PME. "Long story short, we decided E-6, E-7 is the sweet spot because by that point, they have enough time in service to understand the culture and what is required from their services," he said. "[These noncommissioned officers and petty officers] know their trade, and they're well ingrained on what an NCO or petty officer does."

They devised a course that Colón-López calls "Keystone-minus" to bridge that gap. Aimed at E-6 and E-7s, it is a two-week, in-residence joint professional military education course. "It will cover everything from the way that laws are made to the way that budgets are passed to the way that the orders come down from the civilian leadership to the joint force," he said. "It also will cover the ways the services support the combatant commands and how they execute orders. So, that's really what the course is going to go ahead and cover."

The course begins in March. There will be two Gateway classes per year, and they will be held at the National Defense University at Fort Lesley J. McNair in Washington D.C.

## JBSA LEGACY

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Published by EN Communities a private firm in no way connected with the U.S. Air Force under exclusive written contract with the 502d Air Base Wing and Joint Base San Antonio. The editorial content of this publication is the responsibility of the 502d Air Base Wing Public Affairs Office.

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***It's time to "Spring Forward."***  
**Set your clocks forward one hour**  
**at 2 a.m. this Sunday, March 13.**



# Feedback Fridays

**Brig. Gen. Caroline M. Miller**

502D AIR BASE WING AND JOINT BASE  
SAN ANTONIO COMMANDER

Feedback Fridays is a weekly forum that aims to connect the 502d Air Base Wing with members of the Joint Base San Antonio community. Questions are collected during commander's calls, town hall meetings and throughout the week.

If you have a question or concern, please send an email to 502ABW.PA.official@us.af.mil using the subject line "Feedback Fridays."

Questions will be further researched and published as information becomes available.

**Q: If the flu and influenza waiver is a yearly requirement to participate in on-base activities, then why isn't the process adequately tracked? How can this process be corrected?**

I have small children who have been a part of the Child Development Center and summer programs since birth. There has always been a requirement for waivers concerning flu and influenza, at which I have always requested a waiver.

When I arrived at JBSA-Fort Sam Houston, it was no different. I requested a waiver for my children in March of 2021, but I never received a copy of their approved waiver. In August, I reached out to the Fort Sam Houston School Age Care requesting a copy of the approved waiver, and I was told it was lost.

I have sent repeated emails and made countless

**phone calls to the director requesting the status of my children's waiver, and as of today, I still have not received the waiver that I have requested for five months.**

**A:** Thank you for sharing your concern with us. Below explains how the 502d Force Support Group tracks these required waivers.

In accordance with Air Force Instruction 48-110 Immunizations and Chemoprophylaxis for the Prevention of Infectious Diseases, all children and youth enrolled in Child and Youth Programs are required to follow the Centers for Disease Control and Prevention, or CDC.

Advisory Committee on Immunization Practices, or ACIP, recommended age appropriate vaccinations and immunizations with the exception of the Human Papillomavirus, or HPV. These individuals may not attend Child Youth Programs without an approved medical or religious exemption from the installation Force Support Group commander on file.

An immunization exemption may be granted for medical or religious reasons. Requests for religious exemptions must include a statement from the employee, parent, or legally authorized representative. This statement must explain that their sincerely held religious beliefs, the reason for objection and acknowledgment that they are aware of the risk involved.

When choosing not to immunize, an acknowledgment that exempted individuals are subject to exclusion from working in or attending in CYPs during an outbreak.

Requested medical exemptions must include a reason from the adult, child, or youth's primary care provider or allergy provider for the exemption. The primary care provider's response affirms that there is a medical complication if the individual, child, or youth were to be immunized, and acknowledgement that they are aware of the risk involved when choosing not to immunize.

Medical Treatment Facility staffs should review medical exemptions issued by network or non-MTF primary health care providers for validity prior to the Force Support Group commander's approval. Once a medical/religious exemption request is received by a CYP, it is reviewed by the program director to determine all required components are complete and included.

The completed package is then routed through the FSY Flight Chief, Force Support Squadron Director, Medical Advisor, Legal (as needed) and then to the Force Support Group commander for review and decision.

Throughout the routing process it is determined if additional information or documentation is needed. This can lead to delays in final approval. Upon approval, families are notified of the approved waiver and a copy is maintained in the child's file at the program.

We would like to thank you for your feedback and apologize for this inconvenience. We use the feedback provided to improve our process, and try to eliminate incidents like this from occurring again.

We strive to provide the best service we possibly can for all of our members and participants.

## U.S. Army guarantees new enlistees duty station of choice

**By Capt. Mia Figgs**

U.S. ARMY RECRUITING COMMAND PUBLIC AFFAIRS

The Army now offers new active duty recruits the ability to select their first duty station, giving many the option to go as far away from or stay as close to home as they want.

The duty station of choice enlistment option currently includes more than 5,600 vacancies in 17 different career fields, based on the availability of the selected military occupation.

"The Army understands that having the option to stay closer to home and loved ones is a big deal, and it's taking steps to make the decision easier on applicants," said Brig. Gen. John Cushing, the deputy commanding general for operations at U.S. Army Recruiting Command.

For applicants in eight different states, the option provides the opportunity to stay closer to home and closer to family. It applies to a variety of military occupations like infantry, cavalry scouts, aviation or information technology.

A select few installations are available for the station

of choice option: Fort Carson, Colorado; Joint Base Lewis-McCord, Washington; Fort Bliss and Fort Hood, Texas; Fort Polk, Louisiana; Fort Riley, Kansas; Fort Stewart, Georgia; Fort Drum, New York; and installations in Alaska. This list is subject to change based on the needs of the Army, and the option does not apply to overseas locations.

"At the time when I joined the Army, even with a high (Armed Services Vocational Aptitude Battery) score, this option didn't exist," said Staff Sgt. Zackary Orr, who serves as a U.S. Army recruiting noncommissioned officer in Iowa. "Just the fact that today's applicants have these great incentives that will allow Soldiers to stay closer to family has been an incredible asset, especially during a time when the Army isn't the same Army it was 10 or 15 years ago."

Many applicants have the opportunity to use this enlistment option and combine it with multiple available bonuses, resulting in the possibility to receive up to \$50,000 in enlistment incentives.

Individuals can learn more about Army career options and the benefits of military service at [www.goarmy.com](http://www.goarmy.com).



1ST LT. HAILEIGH COMBS

2nd Lt. Gabriel Gonzaga captured the Northern Lights dancing above the 70th Brigade Engineer Battalion Training Area out at Arctic Anvil in October. Installations in Alaska are available as locations for enlistees to choose as their first duty station.

# AF Secretary details ‘Seven Operational Imperatives’

By Charles Pope

SECRETARY OF THE AIR FORCE PUBLIC AFFAIRS

Secretary of the Air Force Frank Kendall outlined his increasingly urgent roadmap March 3 for successfully bringing about the new technologies, thinking, and cultures the Air and Space Forces must have to deter and, if necessary, defeat modern day adversaries.

The particulars of Kendall's 30-minute keynote to Air Force Association's Warfare Symposium in Orlando, Florida, weren't necessarily new since they echoed main themes he's voiced since becoming the Department's highest ranking civilian leader. But the circumstances surrounding his appearance before an influential crowd of Airmen, Guardians, and industry officials were dramatically different, coming days after Russia invaded Ukraine.

Kendall used the invasion to buttress his larger assertion that the Air and Space Forces must modernize to meet new and emerging threats and challenges. The path to achieving those goals are embodied in what Kendall has dubbed the Department of the Air Force's "seven operational imperatives."

"My highest personal goal as secretary has been to instill a sense of urgency about our efforts to modernize and to ensure that we improve our operational posture relative to our pacing challenge; China, China, China," he said. "The most important thing we owe our Airmen and Guardians are the resources they need, and the systems and equipment they need, to perform their missions.

"To achieve this goal, I've commissioned work on seven operational imperatives. These imperatives are just that; if we don't get them right, we will have unacceptable operational risk," the secretary said.

Kendall spent the balance of his address discussing each of the seven imperatives. But he also noted that, given recent events, the threats are not abstract.

"In my view, President Putin made a very, very, serious miscalculation. He severely underestimated the global reaction the invasion of Ukraine would provoke, he severely underestimated the will and courage of the Ukrainian people, and he overestimated the capability of his own military," Kendall said.

"Perhaps most of all, he severely underestimated the reaction from both the U.S. and from our friends and allies," he said.

The world's mostly united response to Ukraine should not divert attention from the distance the Air and Space Forces must cover to adequately upgrade and change to face current threats.

"We're stretched thin as we meet Combatant Commanders' needs around the globe," Kendall said, repeating a frequent refrain. "We have an aging and costly-to-maintain capital structure with average aircraft ages of approximately 30 years and operational availability rates that are lower than we desire."

Kendall added, "While I applaud the assistance the Congress has provided this year, we are still limited in our ability to shift resources away from legacy platforms we need to retire to free up funds for modernization. We have a Space Force that inherited a set of systems designed for an era when we could operate in space with impunity."

Those realities, he said, triggered establishing the department's seven operational imperatives. They are:

- ▶▶ Defining Resilient and Effective Space Order of Battle and Architectures;
- ▶▶ Achieving Operationally Optimized Advanced Battle Management Systems (ABMS) / Air Force Joint All-Domain Command & Control (AF JADC2);
- ▶▶ Defining the Next Generation Air Dominance (NGAD) System-of-Systems;
- ▶▶ Achieving Moving Target Engagement at Scale in a Challenging Operational Environment;
- ▶▶ Defining optimized resilient basing, sustainment, and communications in a contested environment;
- ▶▶ Defining the B-21 Long Range Strike Family-of-Systems;
- ▶▶ Readiness of the Department of the Air Force to transition to a wartime posture against a peer competitor.

The first imperative, he said, is aimed at ensuring capabilities in space. "Of all the imperatives, this is perhaps the broadest and the one with the most potential impact," he said.

"The simple fact is that the U.S. cannot project power successfully unless our space-based services are resilient enough to endure while under attack," he said. "Equally true, our terrestrial forces, Joint and Combined, cannot survive and perform their missions if our adversary's space-based operational support systems, especially

targeting systems, are allowed to operate with impunity."

The second of Kendall's seven imperatives is to modernize command and control, speed decision-making and linking seamlessly multi-domain forces. In short he wants continued development of defense-wide effort known as Joint All-Domain Command and Control, or JADC2, and the Air Force component of that effort known as ABMS or Advanced Battle Management System.

"This imperative is the Department of the Air Force component of Joint All Domain Command and Control. It is intended to better define and focus DAF efforts to improve how we collect, analyze, and share information and make operational decisions more effectively than our potential adversaries," Kendall said.

Another imperative is Defining the Next Generation Air Dominance, or NGAD, System of Systems.

"NGAD must be more than just the next crewed fighter jet. It's a program that will include a crewed platform teamed with much less expensive autonomous un-crewed combat aircraft, employing a distributed, tailorable mix of sensors, weapons, and other mission equipment operating as a team or formation," he said.

Kendall's next imperative is "Achieving Moving Target Engagement at Scale in a Challenging Operational Environment."

The effort, he said, has direct connection to the JADC2/ABMS initiatives but tightens the focus.

"What enables our aforementioned ABMS investments to be successful starts with the ability to acquire targets using sensors and systems in a way that allows targeting data to be passed to an operator for engagement," he said.

The next imperative is a pragmatic throwback to a concept that has long been important — defining optimized resilient basing, sustainment, and communications in a contested environment.

But as in other efforts, Kendall says the concept needs new thinking. In addition to relying on large, fixed bases as the Air Force has done for generations, Kendall said there needs to be a new "hub-and-spoke" arrangement that includes smaller, more mobile bases. That concept is known as Agile Combat Employment, or ACE.

The sixth imperative has a heavy

focus on hardware. The effort will define the B-21 Long Range Strike "family of systems," he said.

"This initiative, similar to NGAD, identifies all of the components of the B-21 family of systems, including the potential use of more affordable un-crewed autonomous combat aircraft," he said.

As a former senior weapons buyer for the Department of Defense, Kendall has a keen understanding of the tension between equipment and cost. That understanding explains, in part, this imperative.

"We're looking for systems that cost nominally on the order of at least half as much as the manned systems that we're talking about for both NGAD and for B-21" while adding capability, he said. "They could deliver a range of sensors, other mission payloads, and weapons, or other mission equipment and they can also be attritable or even sacrificed if doing so conferred a major operational advantage — something we would never do with a crewed platform."

The seventh and final imperative is both ageless and essential — readiness.

"To go from a standstill to mobilizing forces, moving them into theater, and then supporting them takes the collective success of a large number of information systems and supporting logistical and industrial infrastructure. We have never had to mobilize forces against the cyber, or even the kinetic, threats we might face in a conflict with a modern peer competitor," he said.

While achieving the imperatives is challenging, Kendall said he's optimistic.

Kendall said industry, with its "intellectual capital" will have a critical role in finding solutions and compressing the often decades-long development time. So will allies and, of course, Airmen and Guardians.

"I've gotten to meet a lot of Airmen and Guardians. Nothing is more inspiring to me than to have informal conversations with the men and women who wear the Air or Space Force uniform. The dedication, commitment, professionalism, and passion these people bring to their service and to the nation is simply awesome," he said.

"As I've traveled to places like Alaska, Montana, North Dakota, and Thule, Greenland, the positive attitudes, drive, and commitment our men and women serving far from home, and in sometimes challenging circumstances, is just exceptional."

# Credentialing Assistance Program paves the way for success after service

By Capt. Mia Figgs

U.S. ARMY RECRUITING COMMAND  
PUBLIC AFFAIRS

The U.S. Army helps Soldiers earn civilian credentials and certifications that make them more marketable when it is time to transition out of the Army.

The Credentialing Assistance Program has more than 1,500 different options for Soldiers, and the Army covers the cost.

“Youth today must understand that the Army is an organization where furthering education is encouraged,” said Command Sgt. Maj. John Foley, U.S. Army Recruiting Command senior enlisted leader. “But, we also know college isn’t always the right path for everyone. The CA program gives Soldiers the option to pursue something other than a degree.”

While many companies offer professional development and certifications for their employees, most often it must align with the individual's

career field, which benefits both the person and the company. With the Army program, Soldiers are not bound by their current military occupation when selecting credentials they want to pursue.

For example, an infantry Soldier can use credentialing assistance for a Project Management Professional certification to meet personal goals and prepare for future job opportunities outside the Army.

Of course, Soldiers can also decide to stick with certifications similar to their Army occupation. As an example, an Army signal support systems specialist, a job aligned with IT, can pursue the CompTIA Security+ certification with no personal out-of-pocket expenses.

The CA Program is open to Soldiers in the active-duty Army and the Army Reserve and is available to all ranks.

To learn more about the Army's Credentialing Assistance Program, visit [www.cool.osd.mil/army/](http://www.cool.osd.mil/army/).



Staff Sgt. Joseph Hak competes in the Journeyman Pole Climb Obstacle Course in the International Lineman's Rodeo in Bonner Springs, Kansas Oct. 16, 2021.

SGT. LUCAS REMILLARD



# FORT SAM HOUSTON

## JBSA leaders visit, encourage children during Read Across America

By Lori A. Bultman

502ND AIR BASE WING  
PUBLIC AFFAIRS

"The more that you read, the more things you will know. The more that you learn, the more places you'll go." - *Dr. Seuss*

March 2 was National Read Across America Day and Joint Base San Antonio leaders celebrated the occasion over the past several weeks by reading books to children at JBSA Child Development Centers and Fort Sam Houston Elementary School.

The day was established by the National Education Association in 1998 to help get children excited about reading. March 2 was chosen because it is the birthday of children's book author Dr. Seuss.

U.S. Air Force Brig. Gen. Caroline M. Miller, 502nd Air Base Wing and JBSA commander, read her favorite children's book to a very attentive audience at the JBSA-Fort Sam Houston Child Development Center March 2.

"I love reading to kids. I read to my son every single night," Miller said. "I think it is really important to read every day because literacy is important; it allows them to explore everything."

The wing's vice commander, U.S. Army Col. Bryan Logan, read to children at Fort Sam Houston Elementary School Feb. 25.

"I really appreciate the opportunity to come down here to the school," he said. "I think this is huge part of getting our youngsters back into books."

"Reading daily with my students allows them to share what they know, make

connections or introduce them to new ideas," said Julie Allen-Ruiz, a teacher at the school.

Brian Hoffman, 502nd ABW executive director, along with Command Chief Master Sgt. Casy Boomershire, also read a book to children at the JBSA-Lackland and JBSA-Randolph CDCs.

One of the children who listened to Miller read at the JBSA-Fort Sam Houston CDC said she really enjoyed the story.

"I liked the story about the pig," the two-year-old said as she jumped up and down with excitement. She also likes that her dad reads to her each night before bed.

According to the U.S. Department of Health and Human Services Head Start, daily reading time for children creates the consistency and sense of stability they need.



CESAR RODRIGUEZ



LORI A. BULTMAN

In honor of Read Across America Day March 2, U.S. Army Col. Bryan Logan, vice commander of the 502nd Air Base wing and deputy commander of Joint Base San Antonio, reads a book to children at Fort Sam Houston Elementary School Feb. 25



LORI A. BULTMAN

U.S. Air Force Command Chief Master Sgt. Casy Boomershire, 502nd Air Base Wing and Joint Base San Antonio, reads to children at one of JBSA-Randolph's Child Development Centers Feb. 14 in observance of Read Across America.

U.S. Air Force Brig. Gen. Caroline M. Miller, 502nd Air Base Wing and Joint Base San Antonio commander, reads her favorite children's book at the JBSA-Fort Sam Houston Child Development Center Annex March 2 during Read Across America Day.

# Borden Institute records 35 years of excellence in military medical publishing

By Ernest J. Barner

BORDEN INSTITUTE PUBLIC AFFAIRS

The Borden Institute, an agency of the U.S. Army Training and Doctrine Command, Medical Center of Excellence, is marking 35 years of excellence in publishing academic military medical textbooks in the year 2022.

In 1987, U.S. Army retired Brig. Gen. Russ Zajtchuk, then-Col. Zajtchuk, Army retired Col. Ron Bellamy, and Dr. Donald Jenkins collaborated and the “Center of Excellence in Military Medical Research and Education” was born. Their vision to promote excellence through the development and publication of military medical scholarship was made a reality and the Center was aligned under the Office of the Surgeon General, or OTSG.

As a way to honor U.S. Army Surgeon Lt. Col. William Cline Borden, who was a close friend and personal physician to U.S. Army physician Maj. Walter Reed, the Center’s name was officially changed to the Borden Institute. This act of goodwill was fitting since Borden heavily advocated and lobbied Congress for the establishment and naming of the original Walter Reed General Hospital in 1902.

The institute was located at Delano Hall on the campus of Walter Reed Army Medical Center, or WRAMC, in Washington, D.C. After WRAMC’s closure, the Institute relocated to its current location at Joint Base San Antonio-Fort Sam Houston in San Antonio, Texas. It is an agency of the U.S. Army Medical Center of Excellence.

Retired Lt. Gen. Ronald Blanck, D.O. and 39th Surgeon General of the U.S. Army from 1996 to 2000, played an important part in the early organization and guidance of the Borden Institute. “The Borden Institute provided a way to capture the history of military medicine as well as updating military medicine practices,” Blanck said.

In 1992, then-Brig. Gen. Blanck recognized that Borden Institute’s original placement under the OTSG was complex and didn’t provide for clear support authority. Blanck then



JOSE E. RODRIGUEZ

*Army Reserve Capt. Shannon Bogues (left), 256th Field Hospital, Cleveland, Ohio, receives a book from Ernest J. Barner (right), Borden Institute public affairs officer, while attending the Medical Center of Excellence Captain’s Career Course.*

directed WRAMC to provide exclusive services in order to support the institute’s mission. This decision proved to be the catalyst for the institute’s growth and advancement. “The Borden Institute was recognized early as filling in a much-needed gap,” Blanck said.

Since its inception, the Borden Institute has produced more than 70 publications and won numerous awards from the American Medical Writers Association, Washington Book Publishers, and the Army Historical Foundation for excellence in publishing.

Several Borden publications are well received around the world as evidenced by permission requests to translate in 30 languages. In addition, through analytics, Borden Institute’s website eBook download tracker identifies 120 countries with an interest in certain published volumes.

Currently, Borden publishes and maintains three categories of books that consist of textbooks of Military Medicine, Specialty Titles, and Historical Titles.

Textbooks of Military Medicine volumes constitute a comprehensive treatise on the art and science of military medicine. Covering such diverse topics as biological and chemical warfare, military preventive medicine, military medical ethics, combat behavioral health, harsh environments, and care of combat injuries.

Borden also publishes Specialty Titles, such as Emergency War Surgery (6th edition in progress now), Promoting Successful Integration, and Pediatric Surgery and Medicine for Hostile Environments (3rd edition in progress now).

The institute’s volumes on biological, chemical, and nuclear warfare are regularly updated and are DOD-required training texts in several military and civilian programs of instruction.

Additionally, the Borden also publishes a diverse series on military medical history, which includes the latest releases “Army Medicine Starts Here! A Pictorial History of the Army Medical Center of Excellence, 1920-2020,” “A History of the Army Blood Program,” and “The Evolution of Forward Surgery in the U.S. Army.”

For the latest publication information or to order complimentary copies from the Borden Institute, please visit <https://www.medcoe.army.mil/borden>. In addition to the print version, publications are also available in PDF and eBook formats on the website.



# Military hospital support to FEMA to begin in Utah, continues in several states

By Charlotte Reavis

U.S. ARMY NORTH (FIFTH ARMY) PUBLIC AFFAIRS

At the request of the Federal Emergency Management Agency, one team of approximately 20 military medical personnel, including doctors, nurses, and respiratory therapists, deployed to the state of Utah to support civilian healthcare workers treating COVID-19 patients.

“Despite COVID-19 cases declining across the country, ARNORTH continues to support FEMA and the whole-of-government response to the pandemic,” said Lt. Gen. John R. Evans Jr., U.S. Army North commander, in a news release March 1. “This team is supporting federal, state and local efforts to alleviate suffering, defeat the virus and increase our nation’s resiliency.”

The U.S. Navy team will support the University of Utah Hospital in Salt Lake City.

In addition to the aforementioned team, the joint Department of Defense effort currently includes 30 teams working in 17 states — three in Arizona, one in California, three in Connecticut, two in Louisiana, two in Maine, two in Massachusetts, one in Maryland, one in Michigan, one in Minnesota, one in Missouri, one in New Hampshire, one in New Mexico, five in New York, one in Ohio, two in Oklahoma, two in Pennsylvania, and one in Rhode Island.

U.S. Army North, under U.S. Northern Command’s oversight, provides operational command of the teams.



COURTESY GRAPHIC

## JBSA celebrates Women’s History Month March 1-31

By Maria F. Rodriguez

802ND FORCE SUPPORT SQUADRON

Joint Base San Antonio members are encouraged to celebrate Women’s History Month, which is observed annually during the month of March, when the U.S. Congress passed Public Law 100-9 in 1987, designating March as Women’s History Month.

“Providing Healing, Promoting Hope” is this year’s theme, as designated by the National Women’s History Alliance, and emphasizes tribute to the ceaseless work of caregivers and frontline workers during this ongoing pandemic and also recognizing the countless ways that women of all cultures have provided both healing and hope throughout history.

Likewise, our history has many examples of the unfailing bravery and grit of women in America, particularly

in times of crisis and emergency.

Women served our Nation during World War II, led organizing and litigation efforts during the Civil Rights movement, and represented the United States on the global stage in the fight for human rights, peace, and security.

In celebration of Women’s History Month, JBSA is displaying WHM posters at JBSA Military and Family Readiness Centers, as well as JBSA libraries.

Visitors to these locations are encouraged to follow COVID-19 health and safety measures, including practicing physical distancing.

For more information, contact the Civilian Personnel Section at 210-221-1408 or usaf.jbsa.502-abw.mbx.jbsa-fsh-cps@mail.mil.



# BAMC trauma readiness program earns prestigious Army Medicine award

By Lori Newman

BROOKE ARMY MEDICAL CENTER  
PUBLIC AFFAIRS

The Brooke Army Medical Center Strategic Trauma Readiness Center team received the prestigious Army Medicine Wolf Pack Award during a ceremony at BAMC Feb. 28.

The Wolf Pack Award was created by the Army Surgeon General and the Chief of the Army Medical Department Civilian Corps to recognize exceptional teamwork by an integrated group of military and civilian team members who are focused on excellence in support of Army Medicine.

"This quarter's Wolf Pack Award recognizes the collaborative efforts of this team of nine dedicated military and civilian members," said Richard R. Beauchemin, chief of staff, Office of The Surgeon General and U.S. Army Medical Command.

The integrated team worked closely with the U.S. Army Medical Center of Excellence, the U.S. Army Institute of Surgical Research, and BAMC to develop and implement the STaRC program, a three-week-long pre-deployment medical readiness training program that builds operational readiness for Forward Resuscitative Surgical Detachments.

This capability provides overall readiness training centered on patient care, completion of individual critical tasks and collective team training using a combination of didactic and hands-on trauma events. Through the execution of three weeks of instruction, teams are stressed within their operational constraints and provided with challenging medical scenarios.

"Because of the high level of training provided by the STaRC program, FRSDs are able to save lives on the battlefield to a degree not previously achieved," Beauchemin said.

During the first week of training, the entire 20-person team attends specific courses such as Emergency War Surgery, Advanced Surgical Skills for Exposure in Trauma Plus, Advanced Trauma Operative Management, and Basic Endovascular Skills for Trauma.

The team also receives training on clinical practical guidance related to mass casualties, burns, walking blood



JASON W. EDWARDS

*Brig. Gen. Clinton Murray (left), Brooke Army Medical Center commanding general, presents the Army Medicine Wolf Pack Award to Lt. Col. Richard Lesperance (right), Strategic Trauma Readiness Center deputy program director, at the Putnam Auditorium at Joint Base San Antonio-Fort Sam Houston Feb. 28.*

bank, traumatic brain injury and damage control resuscitation.

Medics and nurses attend a cadaver lab focused on damage control resuscitation and a skills lab that familiarizes them with technical equipment used by the team.

In the second and third week, the FRSD is split into two 10-person teams, with one taking trauma calls at BAMC and the other executing a field training exercise at Joint Base San Antonio-Camp Bullis, with the support of MEDCoE cadre and BAMC staff.

The team conducting trauma calls at BAMC is given autonomy to operate in the trauma bay and operating room as an entire team. An attending physician and trauma surgeon supervise the group. BAMC staff are there to facilitate additional resources and assist with the administrative aspects of patient care.

At JBSA-Camp Bullis, the FRSD conducts operations in an austere environment. They are stressed with operational constraints and challenging medical scenarios. Each team member has a respective subject matter expert to

provide objective feedback on their performance.

"The STaRC team is applauded for their exceptional contributions, training seven FRSDs and two Navy flight surgical teams as a model for trauma readiness, and will benefit military medicine by sustaining and enhancing trauma skill readiness for every team member of the deploying surgical unit," Beauchemin said.

"The exceptional effort, teamwork and dedication displayed by this dynamic team epitomize the highest standards of the Army and Army Medicine," he added.

BAMC Commanding General, Brig. Gen. Clinton Murray, agrees.

"It's exciting to be here and recognize an amazing group of individuals who have been putting on this course for a number of years," Murray said, noting the competition for the Wolf Pack Award is steep, with six to 10 programs vying for the prestigious award each quarter. "It's really impressive to see that you were able to push into that space."

Murray said both he and Command

**"The exceptional effort, teamwork and dedication displayed by this dynamic team epitomize the highest standards of the Army and Army Medicine."**

**Richard R. Beauchemin,  
chief of staff,  
Office of The Surgeon General  
and U.S. Army Medical Command**

Sgt. Maj. Thurman Reynolds have witnessed the program at JBSA-Camp Bullis.

"It's an incredibly impressive program," Murray said. "We've talked with teams after they have come back from (deployed locations), and it's because of you, lives are actually saved on the battlefield, and there is nothing you could be more proud of than that."

Army Lt. Col. Richard Lesperance, STaRC deputy program director, accepted the award for the team, thanking leaders for their support of the program.

"Our leadership understands this mission and the importance of what STaRC does," Lesperance said adding that many people contribute to the program's sustainability and success.

"Three weeks out of every month people are basically leaving their day jobs and going out to Camp Bullis to provide this training for teams who are getting ready to deploy," he said. "All of us realize that imposes extra work on our partners, so they're deserving of this award as well."

"This has been one of the highlights of my military career," he added. "Working with a group of active duty (military), (Government Service) civilians and contract civilians who are all focused toward just one mission, and that one mission is improving combat casualty care on the battlefield."

## LACKLAND

# JBSA-Lackland Security Forces senior NCO takes top honor at Navy Senior Enlisted Academy

By David DeKunder

502ND AIR BASE WING PUBLIC AFFAIRS

When Master Sgt. Eric Garza from Joint Base San Antonio-Lackland entered the Navy Senior Enlisted Academy, or SEA, program in November 2021, he was looking for an opportunity to broaden his education and skills in becoming a better leader and Airman to those he leads and serves.

Garza, 802nd Security Forces Squadron NCO in charge of training, worked hard in taking advantage of the development and leadership opportunities provided by SEA.

The hard work paid off for Garza, who was selected for the Peter Tomich Senior Leadership Award. The award recognizes the top student in the SEA class as voted on by his peers and faculty advisors.

The award is named after a Sailor who earned the Medal of Honor for heroism shown at Pearl Harbor during World War II. Chief Watertender Peter Tomich was killed Dec. 7, 1941, after his ship, the "Utah," had been hit by a Japanese torpedo.

"My goal for this entire course was to one, learn, but also add value to my classmates through meaningful and insightful dialogue while sharing my perspective through my own leadership experience," Garza said. "At the same time, I wanted to be vulnerable enough to learn from the other branches of service to help strengthen my own skillset. Being recognized was extremely humbling and not taken lightly."

The Navy SEA is a seven-week leadership development program for active duty and reserve senior enlisted personnel and officers from the Navy, Air Force, Army, Marine Corps, Coast Guard, National Guard and international service partners. Students in the program learn about management, leadership, national security and physical fitness.

Garza was in the SEA program from



BRIAN BOISVERT

*U.S. Air Force Master Sgt. Eric Garza (right), NCOIC, Security Forces Training, 802nd Security Forces Squadron, Joint Base San Antonio-Lackland, trains members of his unit on defense procedures Feb. 10 after returning from the U.S. Navy Senior Enlisted Academy.*

Nov. 1 to Dec. 17, 2021, which was the graduation date for the program. He was one of only four Air Force members in a class of 117 and one of only 15 Air Force members who were selected to be in the program for the entire year.

During the course of the year, the Navy allows only a specified amount of service members from other military branches in the SEA program. Navy personnel can enroll in the program, while service members from other branches have to be nominated by their leadership. Garza was nominated for SEA by his leaders from the 802nd SFS and the Air Education and Training Command.

Garza said what he learned from the SEA course was eye-opening and extremely impactful because it exposed him to the higher-level strategic

mission capabilities of other branches of service.

"I was able to get a unique and different perspective on leadership," Garza said. "The pride the Navy takes in regards to history, culture, and more specifically, what they referred to as the chief's mess, equivalent to our senior NCO tier within the Air Force was very symbolic and something to take note of. For me, it was a life-changing experience because I was able to gain a new level of respect for the U.S. Navy and the role they play in regards to our national defense."

Garza said he plans to implement the skills and ideas he learned from the SEA course in his role at the 802nd SFS, in which he oversees the planning, execution and instruction aspects of training for over 500 personnel.

Garza, 34, has been in the Air Force

for 14 years, which includes more than three years as a Basic Military Training instructor. He mentioned he is extremely thankful for the opportunities he had as a BMT.

instructor coupled with his time as a Security Forces Defender because those experiences shaped his ability to pivot and adjust within an unfamiliar professional military education setting he has never experienced like the Navy SEA.

"I was able to leverage my past leadership experience and add value," Garza said. "I was able to facilitate various leadership topics and help create an environment where open candid discussions on serious topics could take place professionally."

Senior Master Sgt. Jeremy Thomas, 802nd SFS operations superintendent, is Garza's supervisor. Thomas said he wasn't surprised by what Garza was able to accomplish in the SEA course.

"Eric (Garza) is just the kind of guy that always performs in any situation and I knew he was capable of doing it, and he went and did it," Thomas said. "As a senior NCO, Eric is everything you can ask for. You don't have to ask him to do stuff, he's constantly seeking out things to improve on and ways to make the unit, the 502nd Air Base Wing and the Air Force better for everybody. Eric is the kind of guy you wished you had 50 of in every unit."

Thomas said what makes Garza an effective leader is the way he connects to the people he supervises and serves.

"First, Eric is always professional," Thomas said. "Any interaction he has with anybody is always in the utmost professional manner that you would expect from any experienced senior NCO. He's genuine, he's organized and he communicates well."

"Our new folks that come in, when they go through training, Eric is the first person they interact with," Thomas added. "We want to set the tone of professionalism in this organization and Eric is the face of that."



# Inter-American Air Forces Academy moves to implement WPS initiatives across academy

By Vanessa R. Adame

37TH TRAINING WING PUBLIC AFFAIRS

A global effort that aims to empower women and examine the needs of women and children in conflict is gaining momentum at the Inter-American Air Forces Academy at Joint Base San Antonio-Lackland, as the schoolhouse begins the process to expand the presence of Women, Peace, and Security themes into the academy's education and training operations.

The Women, Peace, and Security Act, signed into law in 2017, identifies women as critical to conflict resolution and maintaining peace. The legislation also promotes women's participation in all aspects of overseas conflict prevention, management and resolution.

Similar to the legislation, the U.S. strategy on WPS aims to promote the meaningful participation of women. The strategy states that, "Governments that fail to treat women equally do not allow their societies to reach their full potential while societies that empower women to participate fully in civic and economic life are more prosperous."

Jennifer Typrowicz, U.S. Southern Command's Gender Advisor, visited IAAFA Feb. 10. She met with Col. José Jiménez Jr., IAAFA commandant; Chief Master Sgt. Emilio Avila, IAAFA senior enlisted leader; and the academy's WPS working group to discuss SOUTHCOM's priorities and help grow the program into the academy's curriculum.

"To have a stronger and more effective team, you must have integrated teams with men and women," Typrowicz said. "We want to be more operationally effective, we want to reduce the blind spots, and this is one way to accomplish that."

Typrowicz toured the academy, looked at resources and spoke to students to get a better understanding of the schoolhouse and its operational environment.

"Just walking around and seeing how every classroom is made up of



VANESSA R. ADAME

*Capt. Briana Winslow (right), 318th Training Squadron, speaks with Jennifer Typrowicz (left), U.S. Southern Command's Gender Advisor, about the AMOC course she teaches during a visit to the academy Feb. 10 at Joint Base San Antonio-Lackland. Typrowicz met with IAAFA leaders to discuss SOUTHCOM's priorities and help grow the Women, Peace, and Security program into the academy's curriculum.*

male and female instructors, WPS is already being integrated on a daily basis ... this is huge," Typrowicz said.

IAAFA leaders are currently exploring the expansion of WPS into each of the academy's core tasks, which include technical training, aircrew training and professional military education, bringing together international military students from partner nations.

According to WPS working group lead, Master Sgt. Keyla Watt, the plan is to weave WPS, human rights, and diversity and inclusion into each of the academy's courses and via a "WPS module" that can be presented throughout the cycle.

"Our strategy is for international students and visiting senior officers to witness the invaluable contributions women provide in all key organizational roles, from senior

**"To have a stronger and more effective team, you must have integrated teams with men and women. We want to be more operationally effective, we want to reduce the blind spots, and this is one way to accomplish that."**

Jennifer Typrowicz, U.S. Southern Command's Gender Advisor

group leadership to tactical leaders in the classroom," Watt said. "[This will allow] them to see first-hand the enormous benefits of fully embracing diversity of thought and perspective to achieve national and regional security cooperation objectives."

Ultimately, integrating different perspectives will mean achieving a new capability at IAAFA. Typrowicz said she appreciated her visit to

IAAFA because it brought WPS to another level.

"What makes IAAFA unique is that it's not only integrated teams of men and women, but its men and women from different countries applying their cultural perspectives, too," she said.

*Editor's note: To learn more about the SOUTHCOM WPS Program, go to <https://www.southcom.mil/WPS/>.*



# Sixteenth Air Force Airmen mentor next cyber generation

By Rabia Coombs

SIXTEENTH AIR FORCE (AIR FORCES CYBER)  
PUBLIC AFFAIRS

At this year's Texas Mayor's Cyber Cup and College Fair in San Antonio Feb. 19, Sixteenth Air Force (Air Forces Cyber) Airmen engaged with local youth to talk about the Information Warfare Numbered Air Force's national security mission, as well as explain what a career as a cyber or intelligence professional may look like.

More than 300 high school and middle school students, all competitors in the Air Force Association CyberPatriot competition, their parents, mentors and industry representatives attended the college fair and award ceremony hosted by the CyberTexas Foundation.

CyberPatriot is a national youth cyber defense competition created by the AFA to inspire students toward cybersecurity or STEM careers. Lt. Gen. Timothy Haugh, commander, 16th Air Force (Air Forces Cyber), and San Antonio Mayor Ron Nierenberg honored the accomplishments of the competitors.

Adversaries and cybercriminals pose a significant threat to the nation and Sixteenth Air Force Airmen generate insights generating information warfare capabilities to produce timely effects in the information defending data, networks, and weapon systems against the malicious cyber activity, optimizing the cybersecurity of our current and future systems daily, explained Haugh.

"Our nation has a need for increasing cyber security workforce and professionals," Haugh said. "What we see here (in San Antonio) is this culture of creating continued growing expertise in cyberspace. It is really exciting to be a part of it. In many ways what you were asked to do was analogous to what our Airmen do every single day. We were excited to see that you were challenged and that you all really took that challenge and were really motivated to find your way to solutions throughout this challenge."

This year, 318 teams from across San Antonio and rural area schools



DEIRDRE MCNAMARA

*Capt. Robert Compton and Master Sgt. Cornelio Flores III speak with students about the Sixteenth Air Force (Air Forces Cyber) and their role in protecting national security during the 2022 San Antonio Mayor's Cyber Cup and College Fair Feb. 19.*

participated in the CyberPatriot competition and among the nine recognized was Virginia Allred Stacey Jr./Sr High School from Joint Base San Antonio which earned the Best All Female High School Award.

Master Sgt. Patrick Weller, 616th Operations Center, is one of the Sixteenth Air Force mentors supporting the team. As a mentor, he teaches and provides support and guidance on a wide range of topics including networking with Packet Tracer, computer components, initial computer skills, and basic commands.

"We are only there to help create the environment, it's up to them to do the research, practice their skills, and be successful," Weller said.

He explained that programs like CyberPatriot help create a safer cyber environment by teaching the skills needed to combat modern challenges.

"We live in a digital world, and understanding what these resources can do, and how to safely manage them is essential," Weller said. "I hope that those who walk away from

CyberPatriot have a better understanding of computers, the network, and the digital world. I also hope they make it a safer more accommodating place for all of us."

Cadet Senior Airman Kinsley Seiter, Medina High School Air Force JROTC competitor, echoed the sentiment.

"It's important to practice and learn cyber because in the future we most likely will have more and more cyberattacks, it is an important skill to protect myself and others," she said. "This is why it is important to have cyber at school to expand the cyber community and get younger people more interested and involved at an earlier age. I've learned that the internet and doing your own research can be your best friend. It's important we all keep it safe."

Her team, the Ragin' Cyberpenos, earned the Rural High School Award.

During the college fair, Sixteenth Air Force Airmen answered questions and talked with students about the NAF and what pursuing a career in the service may look like as a cyber or intel

professional. Information warfare Airmen are on the forefront of defending data, networks, and weapon systems against adversary malicious threats, optimizing the cybersecurity of our current and future systems every day.

Partnerships with academia and industry are a key component to maintain the superiority against adversaries; and programs like CyberPatriot are designed to pave the way for students to develop skills for tomorrow's workforce in government or industry, explained Haugh.

"Our nation has a need for increasing cyber security workforce and professionals," Haugh said. "Continue to be curious, continue to be able to solve and look for hard problems."

The Sixteenth Air Force operates globally across nine wings and one center, integrating cyberspace operations; electromagnetic spectrum operations, information operations, intelligence, surveillance, and reconnaissance; weather operations, and other related capabilities.



AIRMAN 1ST CLASS JOSHUA ROSARIO

*U.S. Army Maj. Daniel Wingo (right), Brooke Army Medical Center intensivist, and U.S. Air Force Capt. Douglas Mulliner (left), 775th Expeditionary Aeromedical Evacuation Flight critical care air transport team lead, discuss a patient's vitals on-board a C-17 Globemaster III en-route to Joint Base San Antonio-Lackland Feb. 7.*

## 59th MDW: Life-saving ECMO program hits milestone

By Staff Sgt. Amanda Stanford  
59TH MEDICAL WING PUBLIC AFFAIRS

Since the adult extracorporeal membrane oxygenation program began at Brooke Army Medical Center more than a decade ago, the integrated teams of Airmen, Soldiers and civilian medical personnel have completed more than 200 transports.

ECMO requires a heart-lung machine that removes carbon dioxide and oxygenates the blood before pumping it back through the body allowing the heart and lungs to heal.

"ECMO is offered to patients with severe lung or cardiac failure as a life-saving measure," said U.S. Air Force Col. Terry Lonergan, 959th Medical Group adult ECMO program deputy director. "Our goal is to maximize the survival of patients who have a high chance of dying from heart or lung failure. These are patients who would almost certainly have died if we didn't use ECMO."

As it has become more easily accessible, ECMO capabilities have become a regular aspect of critical care.

"The equipment has come a long way and has allowed ECMO to become a viable option for adults," Lonergan said. "We have critical care air transport teams and ground surgical teams who strive to provide modern trauma care in forward-deployed locations, and ECMO is now part of that. This is the cutting edge of the standard of care"

BAMC's Level I Trauma Center serves

San Antonio and the surrounding region, caring for more than 4,000 military and civilian trauma patients. This life-saving support is a valuable resource to the community as the team can accept civilian ECMO referrals within 185 miles. The use of ECMO has also advanced combat casualty care and increased survival rates across the Department of Defense.

"The ECMO program at BAMC is used by not only the Air Force Medical Service, but the Department of Defense as a whole," said Maj. Gen. John J. DeGoes, U.S. Air Force deputy surgeon general. "The teams respond to calls across the globe to help service members and their families, as well as members of the local community. It has been amazing to see how the program has grown and adapted, and I look forward to how it will change modern medicine in the future."

Along with higher survivability rates, the ECMO process has improved over the decades.

"We have simplified the technique in many ways," Lonergan said. "When ECMO started, we thought we had to heavily sedate patients, but now have patients who are awake, walking around the units, doing rehabilitation during longer ECMO runs. We call this awake ECMO. I would say that is the biggest advancement."

After hitting the milestone of 200 ECMO transport missions completed in early February 2022, the program continues to adapt to the ever-changing COVID pandemic.



# Air Force art contest opens for submissions



COURTESY GRAPHIC

By Armando Perez

AIR FORCE INSTALLATION AND  
MISSION SUPPORT CENTER PUBLIC AFFAIRS

Imagine, Create & Win! It's that time of year to show off your creative artistry in the Air Force Art Contest. The submission period will be throughout the month of March.

Artists may submit up to two, digital photographs of their two-dimensional (2D) painting or drawing, in one of five categories, for judging. The subject of the artwork is at the discretion of the artist but must comply with the official rules of the contest at [myairforcelife.com/2022-af-art-contest/](http://myairforcelife.com/2022-af-art-contest/).

Accepted art media include oil, watercolor, acrylic, pastel, mixed media, gouache, egg tempera, pen and ink, graphite, charcoal, colored pencils, scratchboard, markers and metal point.

As part of the Air Force's Arts and Crafts Program managed by the Air Force Services Center, the contest is open to all authorized patrons of Department of the Air Force morale, welfare and recreation programs in the five categories below:

Adult Novice and Accomplished categories, for those 18 and older at the time of entry:

Novice for new or inexperienced artists and Accomplished for those with knowledge based on education, training, experience or those who operate as professional artists.

Youth categories, based on the age of the artist at the time of submission: Children for ages 6-8, pre-teens for ages 9-12 and teens for ages 13-17.

Upload high-resolution images in JPEG format at <https://forcesupport.awardsplatform.com> no later than March 31. Images must be at least three MB but not exceed nine MB.

Digital art, photography, or three-dimensional art such as sculptures, clay art, pottery, woodwork, etc., are not accepted.

When the contest closes March 31, expert artists will evaluate each entry based on impact, creativity and technical excellence. Winners to be announced a few months later with the top three artists in each category winning Amazon gift cards of \$500 for first place, \$400 for second and \$300 for third.

Visit the Air Force Art Contest Facebook page at [www.facebook.com/airforcearts](http://www.facebook.com/airforcearts) or @airforcearts, where updates, artist stories, tips and special features posted weekly.

## SENATE STAFF DELEGATION VISITS SPECIAL WARFARE TRAINING WING

*Air Force Chief Master Sgt. Todd Popovic, Special Warfare Training Wing command chief, briefs a delegation of Senate staff members from across the United States on the significance of the SWTW memorial site at Joint Base San Antonio-Chapman Training Annex Feb. 23. The delegation visited the Special Warfare Training Wing to learn more about Air Force Special Warfare and the unique capabilities AFSPECWAR operators bring to the battlefield.*



1ST LIEUTENANT XIAOFAN LIU



# Women's History Month: Meet Chief Master Sgt. Sandie Hedge

## Air Force Installation and Mission Support Center Public Affairs

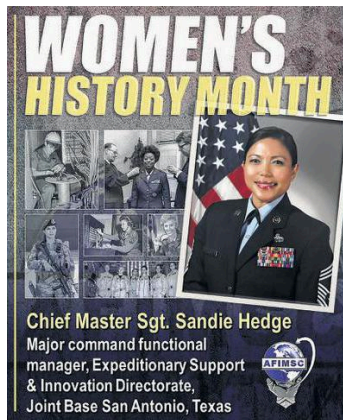
March is Women's History Month, a time to commemorate and celebrate the vital role of women in American history. We invited women within the #IAMIMSC team to tell us a little about themselves and their views on the importance of Women's History Month.

Chief Master Sgt. Sandie Hedge is an administration functional manager for eight major commands and direct reporting units, including U.S. Space Force, as part of the Air Force Installation and Mission Support Center's Expeditionary Support and Innovation Directorate at Joint Base San Antonio-Lackland.

Hedge, who has been in the Air Force for 25 years, contributes to the Air Force's lethality and readiness by "establishing strategic direction, developing policy and addressing manpower, personnel and training issues affecting over 3,700 administration personnel around the world."

### » Why do we need a Women's History Month?

It is important to recognize and reflect on all the accomplishments and contributions that women made



throughout history. This month is a way to highlight the courage, strength and tenacity of those that paved the way; which in turn will provide courage and strength for future generations.

### » Tell us about a female coworker or friend you admire?

I admire my friend Larissa Martinez. She is the chief executive officer of the

It is important to recognize and reflect on all the accomplishments and contributions that women made throughout history. This month is a way to highlight the courage, strength and tenacity of those that paved the way; which in turn will provide courage and strength for future generations.

AIR FORCE GRAPHIC ILLUSTRATION BY JIM MARTINEZ

organization called "Circle of Arms." This organization promotes mental health awareness through education, fill gaps and break stigma primarily among veterans, women and minority communities. Larissa did not let her past circumstances stop her from doing something good for others and the community.

### » Who do you see as a good historic

### female role model and why?

Former Supreme Court associate Justice Ruth Bader Ginsburg. She represented a strong voice for gender equality and the rights of workers. She represented with poise and grace that valued her intelligence and non-boisterous demeanor.

### » What would you say to a little girl in elementary school about what she can achieve as an adult?

Always be true to yourself; there are no limits on what you can accomplish with grit, dedication and perseverance.

### » If you could have a conversation with your 6-year-old self, what would you tell her?

The hardships and sufferings you are facing right now are all temporary. Your tears and struggles will fuel you to become part of something bigger than yourself. You will help people, you will accomplish goals that you've never imagined. You are the woman who will change the trajectory of your family's future. All the dreams you envision for them will come true. Your journey will not be easy, there will be more sacrifices, but you will emerge successful. You will become a woman of courage. You are brave and you are enough.

## In AFMC and AFIMSC: Our differences make us stronger

By Dr. Andrew Duffield

AFIMSC CHIEF DIVERSITY AND INCLUSION OFFICER

The Air Force Materiel Command Diversity, Equity, Inclusion and Accessibility Office recently released a new slogan, "Our Differences Make Us Stronger," to emphasize how recognizing and celebrating our differences can help us become the "AFMC We Need."

This idea of embracing our differences to the benefit of the team isn't just a neat motto, it's a truth that's backed by research and real-world case studies.

The Society of Human Resource Management surveyed organizations and found diversity led to better decision-making because teams receive various perspectives on a topic. On the other hand, teams sharing the same perspective often think alike so they're less able to see issues or problems

because they're susceptible to group think.

Group think can be dangerous for any organization, including ours. We need to invite different perspectives and dissenting opinions into every conversation so we can encourage teams to look at problems they might otherwise overlook. By embracing and leveraging our differences within AFIMSC, we ensure our decisions are stronger and more reliable.

It's important to clarify that diversity is more than just demographics; it's the sum of all differences. Two people of the same race, ethnicity and gender can have different backgrounds and ways of thinking. However, demographic differences often do come with differing backgrounds and perspectives. We want to ensure all differences come to the table in a way that strengthens the organization.

Research also shows inclusive workplace cultures increase retention, innovation and productivity. All three of these elements are key to AFIMSC's ability to enhance lethality and readiness for America's Air and Space Forces.

Without an inclusive culture, many minorities face micro-aggressions and unconscious bias in their everyday work lives. This can be extremely draining and cause talented employees to leave.

By actively creating an inclusive culture where differences are celebrated and unconscious bias is addressed, we are better able to retain all our high-performing teammates. When people, regardless of demographics, feel included in the conversation, they offer more creative ideas. This is especially important at AFIMSC where innovation is at the heart of everything we do.

Acknowledging differences and how

they can strengthen our teams and our organization can increase overall productivity. When people feel welcome at work, they are more likely to be focused and present. By acknowledging our differences, we create a sense of connectedness and invite engagement from the entire team. When we embrace individualism, our teammates spend more time on the mission and less time worrying about whether or not they can be themselves at their job.

Growing and cultivating an inclusive and equitable workplace is important to today's Air Force and I invite, encourage and challenge everyone to further engage in these conversations. You can also show your support for AFMC and AFIMSC diversity initiatives by adding the AFMC slogan or logo to your e-mail signature block.

Remember, "Our Differences Make Us Stronger."

# RANDOLPH

## AFRS marksman, advertising NCO hits targets in Phoenix

By Randy Martin

AIR FORCE RECRUITING SERVICE  
PUBLIC AFFAIRS

An Airman and advertising noncommissioned officer for U.S. Space Force, assigned to Air Force Recruiting Service at Joint Base San Antonio-Randolph, hit his target during the 2022 Southwest Nationals near Phoenix, Feb. 15, 2022. He actually did it multiple times, from 1,000 yards, with a rifle in competition against hundreds of other marksmen.

"It was a challenging event," said Staff Sgt. Cameron Keating, advertising noncommissioned officer for Space Force in AFRS's marketing directorate. He has been a member of the Air Force Rifle Team, which is part of the Air Force's World Class Athlete Program, for 10 years.

Keating was determined to make the most out of the competition in Arizona.

"When Staff Sgt. Keating puts his mind to a task, you can rest assured that it will be accomplished with excellence," said Capt. Timothy Applegate, chief of Space Force marketing branch for AFRS.

Keating said he got lucky when he managed to register for the competition which was limited to 360 shooters. Exclusivity didn't stop there. Competitive categories included small-bore, service rifle, Palma Rifle, Any/Iron, and Any/Any with targets set at 600 and 1,000 yards.

"These events have restrictions on sights and ammunition depending on the category entered," Keating said. "In competitive shooting, there are many different weapons we can shoot depending on the event rules and what division we want to enter."

Keating's weapon was a .308-caliber Palma Rifle which is fired from a prone position without the use of a scope and only steadied by the shooter's two hands and shoulder.

"Think of it like golf clubs and each rifle has an event it is specific for, but you can use the same rifle in multiple events," Keating said.

As for how he fared in the competition, there was some good news.



In this September 2018 photograph, Air Force Recruiting Service's Space Force advertising noncommissioned officer, Staff Sgt. Cameron Keating from Joint Base San Antonio-Randolph, poses with the Palma Rifle, the same rifle he used during 2022 Southwest Nationals marksmanship championship Feb. 9-13 in Phoenix.

COURTESY PHOTOS

"I did manage to win the final stage at 1,000 yards in the Any/Any category," Keating said. High winds in the desert affected the ultimate outcome and Keating lost by a narrow margin during a tie breaker.

"Given his day-to-day activities in the office, there's no question why he performed so well during this competition," Applegate said.

Regardless of the score, Keating found a way to make the competition, 1,000 miles from his AFRS office, helpful for the recruiting mission.

"I took the local recruiting team out to see the event and assisted them by making connections with the venue," Keating said.

For more information about Space Force visit [www.spaceforce.com](http://www.spaceforce.com) and to learn more about the Air Force World Class Athlete Program visit <https://myairforcelife.com/sports-world-class-athletes/>.



Air Force Recruiting Service's Space Force advertising noncommissioned officer, Staff Sgt. Cameron Keating (left), from Joint Base San Antonio-Randolph, poses for a photo Feb. 13 at a shooting range near Phoenix with Staff Sgt. Cody Phillips from the 364th Recruiting Squadron, Staff Sgt. Gabriel Vallejo and Staff Sgt. Lindsey Harvey, both from the 362nd RCS, and Airman Maci Taylor Dungan, a recruiter assistant.



# Airman's Foundational Competencies:

## A focus on developing people

By Jamal S. Qaiyyim

AIR EDUCATION AND TRAINING COMMAND

The success of the Air Force relies on developing people. Current leaders need to build and mentor future leaders. There is a responsibility for Airmen (enlisted, officer, and civilian) to be the best they can be in order to support the mission.

"Bottom line, we trust our Airmen," said Col. Shelly Mendieta, AETC A3/6 Deputy Director for Force Development. "We trust Airmen to make decisions — we trust their skills and their professionalism — we trust their abilities to think and execute. Our Airmen are the asymmetric advantage of the DAF. Trusting them, means that we also owe it to every Airman to invest in them and ensure they have deliberate opportunities and proper resources to develop their competencies."

The Airman's Foundational Competency of "Develops People" starts with the mindset that development is a shared responsibility between the Airman and the development team; supervisors, leaders, mentors and coaches. You are in a position to find out the developmental needs and career goals of your Airmen.

There are Airman's Foundational Competencies that every Airman can build with for success. There are also occupational competencies that are specific to a uniformed member's Air Force Specialty, or for a civilian member's job series, as identified by senior members of the career field.

As a supervisor, leader, coach or mentor, providing an environment that supports the development of people ensures that the Air Force has a deep bench of talent to support every mission.

An important part of "Develops People" is providing tools and opportunities (i.e., training, education and experiences) to improve Airmen through the use of competencies, such as MyVector, Developmental Special Experiences (DSEs), badging and credentialing, and increased responsibilities.

MyVector provides Airmen access to coaches and mentors, to DSEs, and to tools like the Air Force Competency Self-Assessment



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(myvector.us.af.mil/myvector/home).

By using this self-assessment tool, Airmen will be well on their way to self-improvement. But you can go a step further and Request Supervisor Feedback or Request 360 Feedback after completing the Self-Assessment.

Once you see the power of those tools, you can recommend them to Airmen you supervise, lead, mentor, or coach. They will get the instant feedback and a plan with links to opportunities to get after competencies that are identified as needing improvement, and they will also see how others view them.

Beyond the tools in MyVector, you can e-mail a link to a Ted Talk or an article you found on a soft skill you believe is relevant to an Airman's growth. A personal e-mail helps show that you are invested in their success, just as they are. This is just one example — use your

Creative Thinking foundational competency to come up with other ways to develop people.

As you think about how to develop people, consider these concepts:

» **Advocate** – Find training courses, developmental programs, and guest speakers that develop people. Make it your mission to extend development beyond OJT and CDCs.

» **Make time** – Get to know the Airmen you supervise, lead, coach, and mentor. Understand what is going on in their lives and learn their career goals, passions, and worries. Find projects that help to meet their career and life goals; these may be outside their comfort zone.

» **Advise** – Do not wait for the mandatory sessions to develop people. Developmental discussions should be an ongoing process. Chat after a meeting or while getting coffee.

» **Feedback** – We don't always see our behaviors. As a supervisor, leader, coach, and mentor, you might see a competency deficiency or ineffective behavior that holds an Airman back. Share how you've developed, and how others challenged you to get out of the comfort zone. Most importantly, listen with an open mind.

Don't let development or competency be the buzz word of the year. Make "Develops People" part of your everyday experience. Supervisors, leaders, coaches, and mentors all take time to develop people to meet goals and missions.

"Show your Airmen that you value them by taking the time to help them develop", Mendieta said. "When we as leaders are committed to our Airmen and demonstrate that through actions, we will continue to grow and become an even stronger Air Force."